



**TOGETHER
AGAINST
THE WORLD.**



Oklahoma State University
SC4980 Advertising Competition, Spring 2011

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EXECUTIVE SUMMARY

TOGETHER AGAINST THE WORLD

JCPenney asked O-STATE Advertising to develop a \$100 million integrated marketing communications campaign that:

- Acquires female customers ages 25-34
- Retains female customers ages 25-34
- Increases shopping frequency among female customers ages 25-34
- Grows share of wallet among female customers ages 25-34

O-STATE started with research to better understand women 25-34, their perceptions of JCPenney and the best ways to reach them. Primary research revealed these women have always been strong, smart and bold. Ever since they were little girls, they have had big dreams for their future. JCPenney can help fulfill these dreams because it has everything from stylish professional apparel to trendy home goods. However, the target has a skewed brand perception and is unaware of what the store offers.

Inspiring media channels, captivating creative and interactive promotions and public relations change their perceptions and tell women 25-34 it's *You and JCPenney, Together Against the World*. This powerful tagline tells women JCPenney is there to work with them to fulfill their dreams. The slogan wins women's approval and tugs at their hearts, while shifting their negative brand perception of JCPenney to a positive, more aggressive one.

O-STATE's campaign positions JCPenney as the target's solution to fulfilling their dreams.

Images of strong, empowered female designers featuring snapshots of their childhood show the target that JCPenney understands they have always aspired to be strong, smart and bold. A national partnership with Girls Incorporated supports this position and creates a philanthropic movement at the core of the campaign.

O-STATE's powerful campaign meets the objectives JCPenney outlined, expands the budget by more than 50 percent and creates more than 33 billion impressions. Every facet of this campaign is monitored on a daily to weekly basis to confirm its efficiency and effectiveness.



O-STATE feels confident our campaign is the best solution to JCPenney's problem and delivers the results JCPenney needs. Thank you for this amazing opportunity.

Sincerely,

A handwritten signature in white ink that reads "Lisa Watkins". The signature is fluid and cursive.

Lisa Watkins
Account Manager
O-STATE Advertising

INVESTIGATION

SITUATION ANALYSIS

YOUR RETAIL DESTINATION

JCPenney has provided American shoppers excellent products and services, and outstanding customer service since 1902.¹ James Cash Penney founded a small-goods store originally named The Golden Rule in Kemmerer, WY. The name was changed to JCPenney in 1913.

JCPenney is headquartered in Plano, TX, and employs about 150,000 sales associates nationwide.² With more than 1,100 department stores in the United States, JCPenney locations are freestanding, and anchored in malls and strip centers. About half of these locations are within rural markets, which have populations of less than 50,000.³

JCPenney employs one of the largest, state-of-the-art supply chain networks in the United States.⁴ It moves 2 billion items per year throughout 21 centers across the country. This chain network allows merchandise to be managed and controlled efficiently through every stage of the distribution process.

VARIETY OF MERCHANDISE

- Clothing for women, men, teens, kids, babies
- Shoes
- Handbags and accessories
- Jewelry and watches
- Home Store
- Make-up, including Sephora

VARIETY OF SERVICES

- Salon services
- Portraits
- Optical
- Bridal
- Custom home decorating



STRENGTHS

- Brand longevity
- High customer service satisfaction
- Known for sales and value
- Variety and quality of services and goods
- JCPRewards

WEAKNESSES

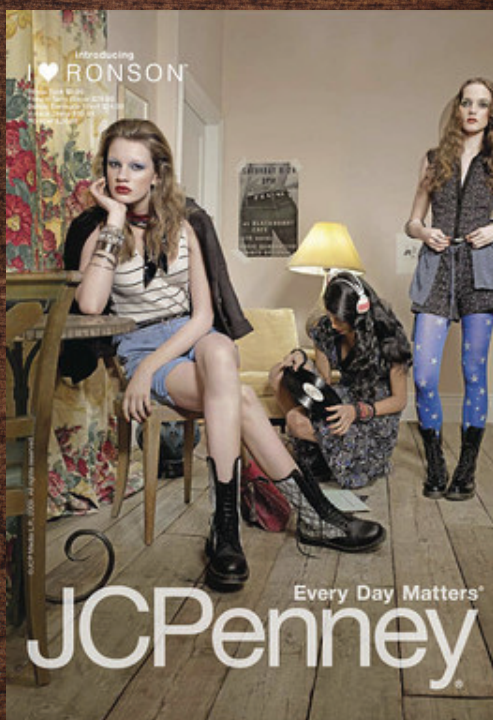
- Lack of brand meaning within target market
- Lack of established visual hook
- Skewed brand perception

OPPORTUNITIES

- Interactive website
- Rural market presence
- Mall presence
- Social media

THREATS

- Department stores
- Supermarket-style stores
- Boutiques
- Competition has more memorable advertising
- Weak economy
- Thinning customer traffic in malls



INVESTIGATION

ADVERTISING HISTORY

JCPenney advertisements are seen on television, in newspapers and magazines, and social media websites, such as Facebook, Twitter, YouTube and an iPhone application.⁵

JCPENNEY EXPERIENCE, 2006

- Largest branding campaign in the history of the company
- Included a 15,000 square-foot, virtual pop-up store in Times Square that showcased a large, red box that referenced the JCPenney logo and the slogan, "*It's All Inside*"⁶

EVERY DAY MATTERS, 2007

- Highlighted product offerings apart from apparel and accessories for the first time⁷

STYLE, QUALITY AND PRICE MATTER, 2008

- Demonstrated to consumers JCPenney was changing

NEW LOOK. NEW DAY. WHO KNEW!, 2010

- Launched during the Academy Awards. It features three segments:
 - *New look* is to show customers new merchandise to see at JCPenney
 - *New day* shows how JCPenney has changed and is not looking back
 - *Who knew* is to inform customers JCPenney is different from what they might perceive

INVESTIGATION

COMPETITION

JCPenney's main competitors include other department stores and supermarket-style stores that offer one-stop shopping.⁸ O-STATE considers boutiques and fashion specialty stores as other competitors of JCPenney.

JCPenney offers a variety of quality merchandise at lower prices through discounts and JCP Rewards, while competitors typically offer only one of these. JCPenney provides similar baby and wedding registries to the competition.

BRANDS



KOHL'S

SPECIALTY STORES

SLOGAN

"The Magic
of Macy's"

"Expect Great
Things"

Slogans
vary

STORE TYPE

Department
store

Shopping plaza or
free standing

Shopping plaza or
free standing

PRODUCTS

Offers celebrity
brands

Exclusive brands at
lower prices

Unique, artisan
clothing

REGISTRIES

Wedding

Wedding, baby, gift

Varies



GOALS

- To discover where women 25-34 shop
- Differentiate between JCPenney shoppers and non-JCPenney shoppers
- Understand what drives their purchase behavior
- Learn how to reach women 25-34 effectively
- Understand how these women perceive JCPenney and its competitors



INVESTIGATION

RESEARCH

O-STATE began our research by reviewing the case study, visiting JCPenney's stores and website and those of its competitors', reading customer reviews and articles, and utilizing other syndicated research sources. We developed a better understanding of the women in our target audience, their shopping preferences and habits, and of JCPenney and its competitors.

O-STATE used the following methods to conduct primary research:

INTERVIEWS

O-STATE spoke to sixty-two women in various markets to better understand their shopping preferences and behaviors. Interacting face-to-face with the target allowed for the opportunity to speak freely, which gave O-STATE a more personal perspective. These women told us they aspire to be strong, empowered women, and they want their clothing and images to reflect these desires. Being strong and smart means dressing well at a reasonable price.

FOCUS GROUPS

O-STATE conducted numerous focus groups in different-sized markets to develop an understanding of how the target market feels about shopping and JCPenney. Thirty-six women of varying demographics, including marital status, jobs and children, shared their strong opinions and spoke passionately about their shopping desires. Participants created and discussed the collages representing their "dream" department stores. The collages represented retail concepts with bold styles and fashion that can be found in a welcoming atmosphere.

SURVEYS

O-STATE collected hundreds of survey responses from women 25-34 in 27 states. The survey respondents are demographically similar to the nation as a whole. About 85 percent were white and 50 percent were married with an average income of \$57,000. About two-thirds of the sample did not have children, 18 percent had one child and 13 percent had two. The surveys allowed O-STATE to gather representative data about shopping preferences, media habits and JCPenney brand perception.

INVESTIGATION

KEY FINDINGS

SURVEYS

- More than 50 percent of JCPenney stores and shoppers are in rural markets
- Women in rural areas are no different than women living in cities when it comes to fashion
- Shopping preferences aren't solely based on demographics; personality influences shopping behavior as well
- Majority of respondents look to the actual store or store displays for information about clothes and household items
- Women most likely to be JCPenney shoppers are seeking fashion at a good price

FOCUS GROUPS/INTERVIEWS

- Women felt like JCPenney was their grandmothers' store from personal experiences and irrelevant advertisements
- These women enjoy finding bargains and putting them together to make a fashionable outfit
- Participants' shopping habits and frequency have decreased significantly since college and early career years
- These women no longer pay close attention to brands
- Participants prefer small boutique and specialty stores
- Most of the women were in-and-out shoppers and liked the concept of a one-stop shopping experience compared to shopping at a mall
- Participants receive fashion advice from their peers and from magazines
- Participants were surprised to learn that the products incorporated into their dream collages resembled the atmosphere in JCPenney

POSITIONING

O-STATE understands that women 25-34 are a bold, complex target who seek a brand that appreciates their desire to express their strength and independence. O-STATE also understands JCPenney offers stylish merchandise at an affordable price that gives these women the opportunity to have what they've always wanted.

O-STATE arrived at our positioning statement:
You and JCPenney, Together Against the World.

This positions JCPenney to start a movement empowering our target that their aspirations can become reality.



Women designing their dream department store at a focus group in Tulsa, OK.

INVESTIGATION

TARGET AUDIENCE

The women in our target aspire to dress fashionably and make intelligent buying decisions. They have a strong sense of personal style yet enjoy the thrill of getting a good deal, and they take pride in putting together high-fashion outfits without paying designer prices.

The women most likely to be JCPenney shoppers are smart, bold and empowered women.

She is smart because she knows looking good doesn't mean spending a lot of money. She is bold because she has her own sense of style. She is empowered because she can accomplish both with JCPenney.

JCPenney is the store for these savvy women and empowers them with everything it offers.

DEMOGRAPHICS

- Female
- Ages 25-34
- Married or single
- With or without children
- Live in urban or rural areas
- Median income of \$50,000-\$75,000
- Generation X and Generation Y

MEDIA TRENDS

- Heavy Internet and social media users
- Heavy online TV viewers, primarily primetime viewers for traditional TV
- Enjoy interacting with advertisements
- Prefer advertising that relates to their situations or that makes them feel good about themselves



4936855/istockphoto/istockphoto

INSPIRATION

CREATIVE

OBJECTIVE

O-STATE's campaign informs the target that JCPenney is putting women's dream lifestyles, whatever they may be, at their fingertips. This empowering message inspires the target to shop at JCPenney, increasing market share among women 25-34.

BIG IDEA

JCPenney empowers women to enjoy the lifestyle they always wanted by providing them high style at a low price. The tagline is *You and JCPenney, Together Against the World*.

CONCEPT

Our advertising illustrates the transformation of childhood dreamers into the powerful female designers behind exclusive, affordable brands at JCPenney. These women fulfilled their childhood aspirations and became the empowered, bold women working with JCPenney.

PURPOSE

The goal of O-STATE's advertising is to own the position that JCPenney gives power to women with merchandise at an incredible value. This approach differentiates JCPenney from competitors through a message that is unique and meaningful to the target.

JUSTIFICATION

Empowering the target through value is a position no competitor of JCPenney has done. The message stays connected to JCPenney as a distinct selling proposition while fitting in the scope of the JCPenney brand. We utilize the industry trend of starting a movement through the innovative message of empowering women. We want women to understand their dreams are possible with JCPenney. Our tagline *You and JCPenney, Together Against the World* illustrates that these women and JCPenney are working together to overcome obstacles and fulfill their dreams.

O-STATE learned women 25-34 are of a distinctive personality who wear a variety of shoes, ranging from the heels of a bold business woman to the fashionable flats of a socialite. Their inner voices have become louder and stronger since childhood.

Our target knows what she wants, how to get it and truly believes she deserves to make her dreams a reality. This is shown through her strong personal style, which she expresses without spending a fortune. JCPenney understands and works with these women to make it possible.

You and JCPenney, Together Against the World demonstrates this idea in a forward-thinking and empowering light, truly resonating with the target.



INSPIRATION

ANATOMY OF AN AD



LITTLE GIRL & BIG GIRL

Visually displays a girl's dream made reality.

COLOR BAR

Unifying element in all executions, giving campaign a seamless look and feel.

\$39.92



PRODUCT & PRICE

Visually displays high style at a low price.

HEADLINES & COPY

Articulate meaning behind visual elements.

**Years ago, I found my style.
Now, let me share it with you.**

Penelope Cruz has always had an eye for fashion. Just like you, she turned to magazines for inspiration. She now works with her sister to turn their style dreams into unique fashion pieces. Now available with MNG by Mango, the brand is exclusively for you at JCPenney.

WEBSITE & QR CODE

Interactive element drives the target online to view brands. Website creates awareness of Project Empower.



ProjectEmpower.com

LOGO

Connects target to JCPenney, exclusive brand & Girls Inc., *Together Against the World.*



TOGETHER AGAINST THE WORLD


INSPIRATION

PRINT ADS

O-STATE spotlights five beautiful and empowered designers behind some of JCPenney's exclusive brands in our print ads. These ads show our target that they can achieve their dreams. Regardless of age, any woman can become what she has always aspired to be.

Penelope Cruz's print ad is also translated into Spanish to appeal and connect with JCPenney's Hispanic market as show below.

SPANISH:



Hace años encontré mi estilo, ahora permitió que lo comparta contigo.

M N G
by MANGO
\$39.92

jcpenney
usted y juntos contra el mundo

Penelope Cruz siempre ha tenido un ojo para la moda. Así Como usted, Penelope usaba las revistas para la inspiración. Ahora trabaja con su hermana para transformar sus sueños de estilo a pedazos extraordinarios de moda. Ahora disponible con MNG por Mango, la marca es exclusivamente para usted en JCPenney.

girls inc.
projectempower.com




Years ago, I found my style.
Now, let me share it with you.

M N G

jcpenney you and together against the world.

by **MANGO**

\$39.92

Penelope Cruz has always had an eye for fashion. Just like you, she turned to magazines for inspiration. She now works with her sister to turn their style dreams into unique fashion pieces. Now available with MNG by Mango, the brand is exclusively for you at JCPenney.



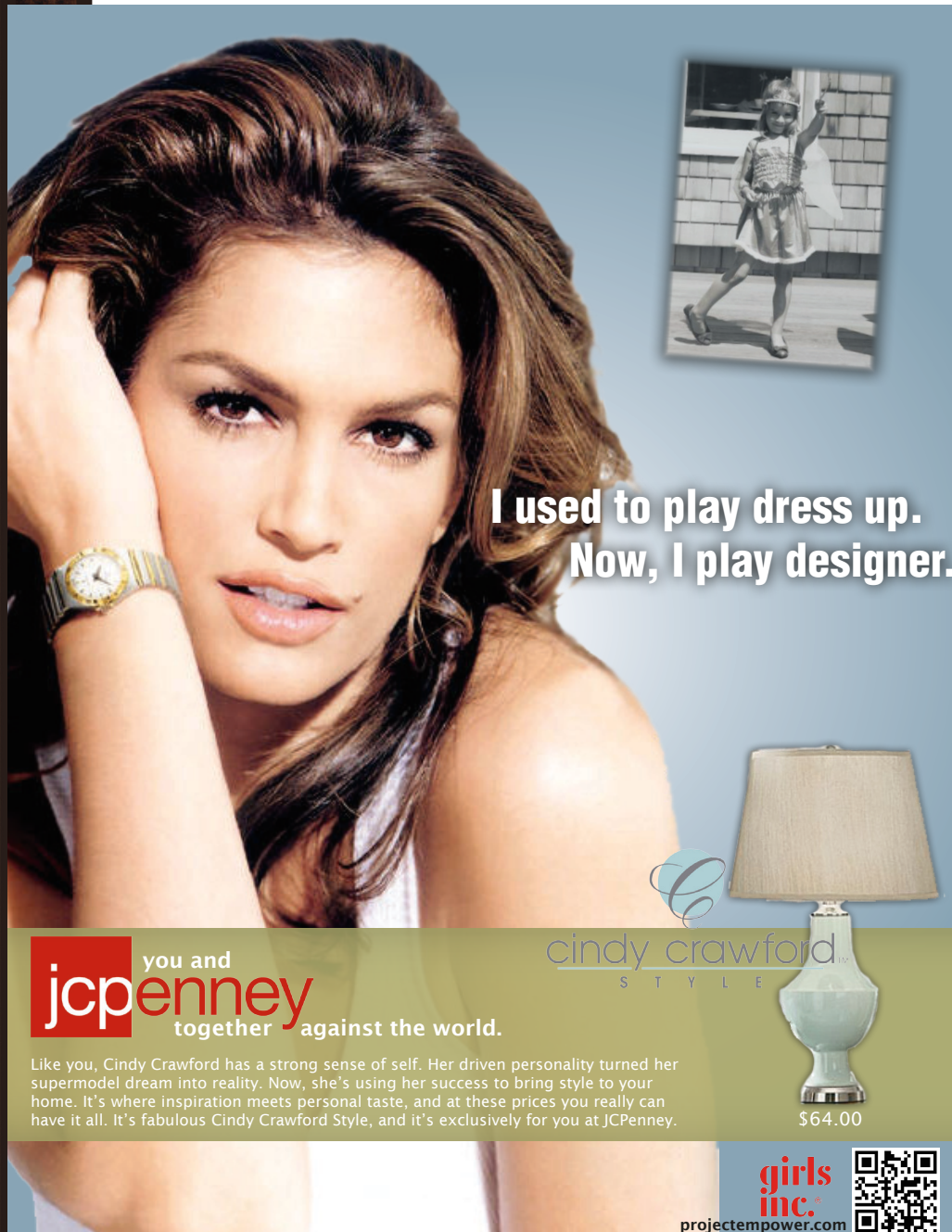
girls inc.

projectempower.com





INSPIRATION

PRINT ADS



**I used to play dress up.
Now, I play designer.**


jcp you and
penney together **against the world.**

Like you, Cindy Crawford has a strong sense of self. Her driven personality turned her supermodel dream into reality. Now, she's using her success to bring style to your home. It's where inspiration meets personal taste, and at these prices you really can have it all. It's fabulous Cindy Crawford Style, and it's exclusively for you at JCPenney.

cindy crawford
STYLE

\$64.00

girls inc.
projectempower.com





**I used to create art for fun.
Now, I create art for fashion.**

BISOU BISOU
\$16.99

jcp you and
penney together **against the world.**

Michelle Bohbot was born creative. Now all grown up, her creativity springs off the art on her canvas and onto clothes in your closet. At these prices, you can have your own wearable art collection. It's uniquely Bisou Bisou, and it's exclusively for you at JCPenney.



girls inc.
projectempower.com



Many of JCPenney's exclusive brands have inspiring women behind them. O-STATE chose two designers with comparable amounts of notoriety, Cindy Crawford and Penelope Cruz, to amp up the style appeal of their respective brands. We also chose to highlight Michele Bohbot, the artistic designer of BISOU BISOU, a line exclusive to JCPenney.

TOGETHER AGAINST THE WORLD

INSPIRATION

PRINT ADS



Carefree spirit
then, carefree
style now.

DAO
CHLOE
DAO




jcpenny you and
together against the world.

Chloe Dao never imagined how far her fashion would take her. Chloe got her start sewing clothes for her seven sisters before catapulting into her career as a talented new designer. Now, JCPenney brings her fashion to you. LOT 8 exclusively for you at JCPenney.

girls inc.
projectempower.com



\$119.99




I used to style playhouses.
Now, I style real houses.

jcpenny you and
together against the world.

Recognize her style? Kim Myles hosts her own interior decorating show, Myles of Style. After competing against other designers, she won this position and turned her designing dreams into reality. Now, JCPenney empowers her to give bold home décor to women who know how to find the perfect home accessory. At these prices, you can make over your entire abode. Myles of Style, exclusively for you at JCPenney.

girls inc.
projectempower.com



\$114.99

Chloe Dao and Kim Myles are O-STATE's suggestion for future partnerships, appealing to our Asian and African-American markets.

INSPIRATION

BILLBOARDS

On full-size billboards, large iconic faces of our beautiful, powerful women draw the eye and remind consumers that JCPenney is empowering women through style at an affordable price. The tagline, brand and colors used are consistent with our campaign providing synergy among all communication elements.

"I usually don't shop at JCPenney. Thanks to you showing me this, I will."

- Lacey Johnson
Copy Test Respondent



INSPIRATION

DESIGNER SPOTLIGHT :30 SPOT

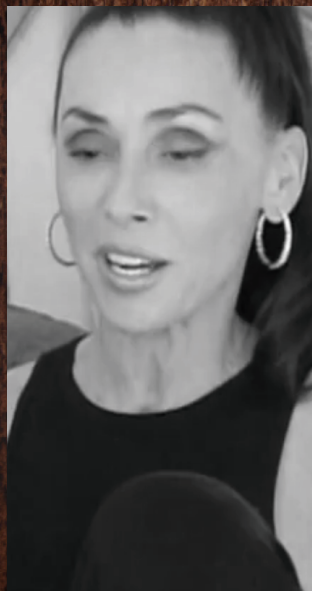
Introducing Michele Bohbot, the empowering designer behind Bisou Bisou, exclusively for JCPenney. Using her soulful accent and strong vision of what her line can do for women, she describes how expressing your personal style makes you feel empowered. And, of course, it is only at JCPenney that you can have these things.

Talent

Michele Bohbot: MB



MB: My name? Michele Bohbot. I create lots of things. Mainly Bisou Bisou for JCPenney. I love it.



MB: Every woman is so different, yet we all want the same things.



VO: To look pretty, to look sexy, to look stylish. It is very empowering to have all those things.



MB: To have it all without spending a lot? Ah, we have it figured out, this is brilliant.



VO: This is what I love. It's so smart you know? Have everything you want.



MB: It's Bisou Bisou at JCPenney, together with you, against the world.
SFX: Wind blowing through trees.

VIDEO: Intimate close up of Michele introducing herself and her line.

14 O-STATE ADVERTISING

VIDEO: Continuing intimate conversation while only hearing Michele's voice.

VIDEO: Michele's car driving dreamily down winding road. Her Moroccan accent reading copy.

VIDEO: Arriving at JCPenney, Michele takes you around store, showing off her designs in the store.

VIDEO: Michele laughing describing what JCPenney and Bisou Bisou can do for you.

VIDEO: Michele's car driving away down a winding road. JCP logo, tagline, and website.

INSPIRATION

TELL ME YOUR DREAM :30 SPOT

Beautiful and recognizable, two of JCPenney's most exclusive designers inspire the target to visit our microsite and let JCPenney make their dreams come true with Project Empower.

Voiceovers from Cindy Crawford, Penelope Cruz and their younger selves give different voices to flowing copy. Differentiated text indicates words repeated in each voice for impact.

Talent

Cindy Crawford: CC
Penelope Cruz: PC
Little Girl: VO



CC: Attention all ladies out there *who ever had a dream*, and imagined that it's a reality. All ladies who style your life *the way you want it*, but always had one fantasy just outside your reach.

VIDEO: Cindy talking intimately to camera.



VO: We're here to tell you that *it is possible*. We're looking for *10 women* who inspire others every day, but have an inner purpose that has been pushed aside.

VIDEO: Girl twirling, her young voice reading copy.



PC: It's *your turn* to take the spotlight because you deserve it. We'll fuel it, we'll fund it and we'll record it for the world to see. We know you have ideas, and we know how messy life can get.

VIDEO: Penelope talking intimately to camera.



VO: JCPenney understands, and we are here to empower you like *never before*. We are here to make sure you know that it's never too late to become *what you really want*.

VIDEO: Close-up of little girl, her young voice reading copy.



CC: It's time for you to tell us your biggest dream. If it *changes your life*, we'll make it happen.

VIDEO: Cindy speaking to camera.



PC: *Go to Project Empower.com* for full contest rules to discover how to enter and to make *your dreams a reality*. You, me and JCPenney, it's us against the world. SFX: Wind blowing.

VIDEO: Penelope on balcony speaking to camera.

INSPIRATION

MALL DOMINATION

ELEVATOR STYLE

These ads give the target the feeling and desire to walk right into JCPenney. The ads highlight the changes inside of JCPenney and get people talking about new merchandise.



1548990/Adam Radosavljevic/iStockphoto



STALL STYLE

Restroom ads show the variety of clothes while reminding the customer to follow the arrows on the mall floor. They show every woman can have the empowering style of our designers.

TURN-AROUND ARROW

These are placed in front of Macy's and other competitors' stores to remind customers about JCPenney and boldly point them in the right direction.

SMALL-FLOOR ARROWS

Three arrows are dispersed throughout the mall to lead shoppers to JCPenney. They provide visuals and prices of what JCPenney offers.



Turn Around
For Exclusive Style at

jcpennney



Together Against the World



Together Against the World



Together Against the World



INSPIRATION

SUBWAY DOMINATION

Subway domination makes advertisements experiential and allows women ages 25-34 to become participants with these bold ads. Subway domination makes JCPenney and its exclusive brands top of mind. Elements throughout the subway use imagery to display exclusive products from empowered female designers and show the target the reality of their dreams.

BANGLE WRAP

Pole wraps create a unique way to display JCPenney merchandise. The three-dimensional pole wrap dynamically captures the audience's attention. It allows the product to speak to our target and associate exclusive brands with JCPenney.

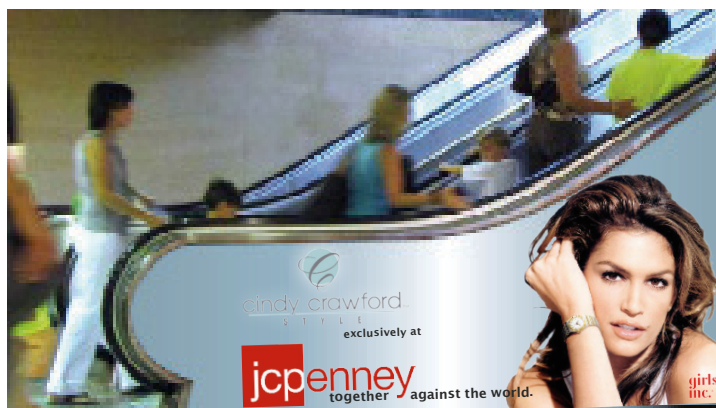
STYLISH SUBWAYS

Customers step into a JCPenney decorating experience inside subway cars. Interiors are wrapped to give the impression of home collections from our exclusive designers. Women can visualize themselves in a room decorated with JCPenney merchandise.



INSPIRATION

SUBWAY DOMINATION



ENTER THE REALM

Upon entering the subway realm, the target is immediately aware of JCPenney's presence throughout the station.

LARGER THAN LIFE

Women are surrounded with larger-than-life prints of designers throughout the station. This is a dramatic reminder of the exclusive brands at JCPenney and the powerful women who created them.

ASCENDING

Before ascending, escalator graphics of Cindy Crawford's face captures and reminds the target that JCPenney is the store for bold style.

ILLUMINATE STYLE

An interactive light-box ad entices the target to pull on the light chain to illuminate a stylish lamp.

LIGHT OFF



LIGHT ON



INTEGRATION

PROMOTIONS AND PUBLIC RELATIONS

GOALS

To persuade women 25-34 that JCPenney is their go-to retail destination for apparel, accessories and home fashion.

O-STATE is focusing on promotional activities at national and rural levels. JCPenney is empowering the target to be strong with their attitude, smart with their money and bold with their style within every promotion.

OBJECTIVES

- Drive profitable, sustainable sales growth across all channels
- Tie all promotional activities back to the single concept of empowerment
- Obtain a partnership with an organization that shares similar values as JCPenney
- Improve JCPenney's brand perception within the target

INTERNAL PROMOTION

A successful promotional campaign begins internally. In order to create a cohesive message throughout all of JCPenney's stores, an Empowered Associate electronic newsletter is sent to all JCPenney employees. These newsletters are sent bi-monthly with information on what's new with JCPenney and the partnership with Girls Inc. Sales tactics and tips on how to be strong, smart and bold are also included. As a bonus, every newsletter will periodically contain a 25-50 percent coupon, which can be used along with the employee discount. This excites employees to read the newsletter and make a JCPenney purchase.

**"JCPenney has never been a store
I thought of as being modern, but these ideas
make me want to go check it out."**

**- Kathleen Culver, Medical Sales
Copy Test Respondent**

BLOGS

Every week, JCPenney sends updates about Project Empower, Project Indulge, Project Refresh, and Strong, Smart, Bold Women to blogs that index high with our target.⁹ Bloggers are interested in adding JCPenney content as they receive a 50 percent discount on any item each month.

- My Wedding
- The Pioneer Woman
- Blog Her
- Fashion Bomb Daily
- The Budget Babe

Total Impressions: 22,988,273



INTEGRATION

GIRLS INC.

JCPenney is partnering with Girls Inc. This organization focuses on girls' issues and youth development, while "Inspiring all girls to be strong, smart and bold."¹⁰ Girls Inc. is a non-profit organization whose roots date back to 1864 during the industrial revolution in response to the new working class of women. Girls Inc. reaches more than 900,000 girls every year, empowering each one to reach her full potential by understanding, valuing and asserting her rights.

Girls Inc. offers research-based programs that encourage girls to take risks and to master physical, intellectual and emotional challenges.¹¹ These programs are offered in 1,000 locations nationwide. Girls Inc. informs the media about critical issues facing girls today and educates policymakers on needs that must be met on local and national levels. This organization empowers girls to use their voices to advocate for themselves and their communities.

The mission of Girls Inc. resonates with our target because the women in the target are the essence of strong, smart and bold. JCPenney's partnership with Girls Inc. sends the message that JCPenney is not only benefiting the target, but also the target's younger self. JCPenney and Girls Inc. cross-promotions are executed throughout every aspect of the campaign, including promotions, media and creative. This implementation spreads awareness of JCPenney and Girls Inc., while increasing financial and social support for the organization.

**girls
inc.**

■ INSPIRING ALL GIRLS TO BE

**STRONG
SMART
BOLD**



“I like how this campaign looks beyond today and encourages young girls to continue embracing who they are becoming.”

- Jennifer Wheeler, Cosmetologist
Copy Test Respondent

COST
\$3,000

ADDED VALUE
\$701,875

ADDED AWARENESS
24,719,931 Impressions



INTEGRATION

STRONG, SMART, BOLD WOMEN OF JCPENNEY

O-STATE's mission for JCPenney is to bring women 25-34 into the store, while encouraging them to continue to be strong with their attitude, smart with their money and bold with their style. We are using established partnerships to express the successful and empowered women representing the exclusive brands available at JCPenney.¹²

- Michele Bohbot of Bisou Bisou
- Penelope and Monica Cruz of MNG by Mango
- Cindy Crawford of One Kiss by Cindy Crawford and Cindy Crawford Style

RECOMMEND PARTNERSHIPS

- Chloe Dao of LOT 8¹³
- Kim Myles of Myles of Style¹⁴

These diverse, successful and empowered women are beneficial to JCPenney's new image because they are influential designers with significant fan bases, resulting from their involvement in design competitions on TV.

DIGITAL VIDEOS

Digital videos uploaded to the microsite, ProjectEmpower.com, display these women addressing the significance of aspirations, what JCPenney means to them and how JCPenney allowed them to make their dreams come true.

Promote ProjectEmpower.com and videos:

- Facebook
- Twitter
- Blogs

This promotion supports the idea of partnership, connects with women 25-34, creates word-of-mouth and improves JCPenney's brand perception within the target.



INTEGRATION

PROJECT EMPOWER

The Project Empower contest is the embodiment of the new image JCPenney is establishing, which encourages strength, intelligence and confidence. JCPenney is sending the message that all women have the chance to follow their dreams, regardless of age.

Our target has a sense of discovery.¹⁵ Through Project Empower, JCPenney allows these women to fulfill this trait and their aspirations by entering the Project Empower contest. After women submit their entries describing their lifelong dream, JCPenney is fulfilling ten dreams, no matter how big they may be. This promotion creates word-of-mouth as women become excited about the possibility of winning and fulfilling their dreams.

2012 TIMELINE

February 14-May 14: Women register for the contest through the microsite, ProjectEmpower.com. Contestants submit basic information, including a homemade video describing an unfulfilled dream. Project Empower Facebook and Twitter accounts are used for women to share and discuss their aspirations.

June 1-June 10: Women vote online after submissions are narrowed to 30 contestants. This allows the target to decide who wins the \$500,000 prize toward making their dreams become realities.

June 20-June 30: JCPenney announces one of the ten winners each day. Ten entries receive the opportunity to have the ultimate prize of experiencing their dreams. JCPenney then donates \$100,000 to a Girls Inc. chapter of the winner's choice. These ten women also receive a JCPenney shopping spree to fully prepare them for their experience. The remaining twenty contestants receive JCPenney gift cards, ranging from \$50-\$300.

jcp project
empower

INTEGRATION

PROJECT EMPOWER

Ten winners blog about their excitement of winning and their shopping spree at JCPenney. They express their plans to prepare for their adventures and blog during the process. Afterward, the winners explain how this experience empowered them and express words of gratitude toward JCPenney. Facebook and Twitter Project Empower accounts allow women to become socially involved with the project and drive them to the microsite. JCPenney is giving the winners flip cameras to document their experiences, so other women can follow their adventures. These videos are accessible on ProjectEmpower.com and Project Empower social media sites, including YouTube channels.

REASONING

Project Empower shows the target that JCPenney understands all women have ambitions and unfulfilled dreams. This promotion successfully fulfills these aspirations in multiple ways. O-STATE found in focus groups that these women want companies to take action to help their communities, along with their budgets. This shows women how JCPenney supports its partnership with Girls Inc. by sharing their aspirations online and entering the contest. Participants benefit personally by receiving a feeling of empowerment by having their dreams fulfilled. Furthermore, the women also find fulfillment by giving back to the community through the donation to the local Girls Inc. chapter of their choice.

COST

\$11,006,000

Gift cards for the 20 winners: \$1,000-\$6,000

Donation to Girls Inc.: \$1,000,000

Ultimate prize: Up to \$10,000,000

ADDED VALUE

\$27,731,145

ADDED AWARENESS

13,543,691,142 Impressions

jcp project
empower



15563203/Yinyang/istockphoto

INTEGRATION

PROJECT REFRESH

Project Refresh promotes a healthy option for women as they shop at JCPenney. The top 10 urban JCPenney stores are offering Project Refresh every Saturday, which provides shoppers with a coupon on the back of a bottled water. This project ties all of the promotions together by increasing traffic and sales while driving customers to ProjectEmpower.com. It also spreads awareness of Girls Inc. as members from local chapters distribute free bottled water in stores. The personal encounter with a Girls Inc. member shows consumers whom they are benefiting by shopping at JCPenney. Customers scan bar codes on Project Refresh bottles at checkout or at Find More Kiosks¹⁶ located in JCPenney stores to discover a 10, 20 or 30 percent discount.

These women take social responsibility seriously and expect companies to do their part in helping the community as well.¹⁷ Customers have the option to make a donation to the local Girls Inc. chapter and recycle the bottles at checkout or at the door when leaving JCPenney.

Project Refresh provides an interactive and fun shopping experience for our target who is apt to purchase more when items are at a discounted price. It also encourages a healthy lifestyle, which these women value.

COST

\$52,800

Bottled Water (2,000 a month per store)

22 cents

ADDED VALUE

\$4,317,167

ADDED AWARENESS

29,048,211 Impressions



A woman with blonde hair, wearing a gold dress and high heels, is depicted as if she is falling into or rising from a large, clear glass filled with champagne. She has a joyful expression, with her mouth open in a smile and her arms raised. The background is a dark, textured wood.

INTEGRATION

PROJECT INDULGE

O-STATE discovered in focus groups that women 25-34 enjoy being pampered. Therefore, JCPenney is hosting after-hours events Feb. 4, 2012, and May 26, 2012, in the top 100 rural JCPenney stores. These events create a personalized and relaxed social environment for women to indulge themselves in an ultimate shopping experience while enjoying refreshments and fashion advice.

JCPenney is sending news releases to local newspapers in every location Project Indulge occurs as well as alerting selected bloggers. JCPenney is sending e-mail invitations to JCPRewards members, but all women are welcome to sign-up for the events in JCPenney stores and at ProjectEmpower.com.

SCHEDULE

8 p.m. — doors open for guests to treat themselves to cupcakes, champagne, Starbucks coffee and Project Refresh bottled water.

8:30 p.m. — presentation focusing on trend reports, personalized-style tips and awareness of Girls Inc. A sneak peak highlighting Project Empower is shown at the Feb. 4, 2012, event.

9 p.m.-10:30 p.m. — guests are free to shop the store. JCPRewards members receive 20 percent off final purchases. Other guests receive a 10 percent discount and an opportunity to join JCPRewards.

JCPenney is donating 10 percent of all sales to Girls Inc. This promotion enhances the in-store experience, increases the presence of the rural market, and delivers an exciting and interactive experience for the target.

COST

\$154,000

Price per store: \$770

ADDED VALUE

\$4,247,763

ADDED AWARENESS

26,075,073 Impressions

INFILTRATION

MEDIA PLAN

GOAL

O-STATE's media goal is to create an effective and meaningful plan targeting women 25-34 with secondary plans focusing on women living in rural markets and Hispanic women 25-34.

OBJECTIVES

O-STATE uses the budget in a creative and efficient way using JCPenney's exclusive brand partnerships for co-op advertising. This enhances our budget and provides added value and awareness. This also develops new partnerships and creates opportunities with current partners.

O-STATE is implementing a cost-effective media schedule that reaches *90 percent* of the target audience a minimum of *nine times* during peak advertising periods.

Advertisements are nationwide with a special emphasis in top rural DMAs containing the highest population of our target and the highest number of JCPenney locations.

National media run year-round in a flighting pattern with increased pressure during heavy retail seasons: spring, back to school and holidays.



5354071/rzdeb/iStockphoto

STRATEGIES

- Television: network, cable network
- Print: *People*, *Parents*, *Brides*, *Cosmopolitan*, *Glamour*, *Siempre Mujer*, *Ser Padres*
- Digital: NBC.com, Abc.com, Hulu.com, Univision.com
- Keyword: Google, Yahoo!, Bing
- Mobile: iAd text alerts
- Outdoor: regional subway domination, billboard bombard
- Non-traditional: regional stylish stalls, elevator exclusives, floor graphics



INFILTRATION

PRINT/TELEVISION

PRINT

Full-page, four-color ads and fourth covers run in fashion and lifestyle magazines that index high against our target.¹⁸ Each issue runs one full-page, four-color ad, while three issues include one full-page, four-color ad with a fourth cover. Ads in *People* run in 14 issues.

ONLINE TELEVISION

:15 and :30-second spots run on Hulu.com, NBC.com and ABC.com during shows and movies our target watches frequently. These spots run during premieres and series debuts. We purchase long-form ad units that allow 1 minute 50 seconds of our creative message to be viewed. In exchange, viewers are allowed an interruption-free version of their shows.¹⁹ These options allow them to decide if they want to view more of the advertisements.

:15-second spots run on Univision.com during shows most popular with our Hispanic audience. Univision.com is the No. 1 website among Hispanics and offers coverage of TeleFutura and Galavision shows, providing a variety for our target.²⁰

TELEVISION

:15 and :30-second spots during network primetime and cable network primetime television create top-of-mind awareness for JCPenney during the heaviest retail shopping seasons: spring, back to school and holidays. Primetime is the best time to reach our target audience during the shows they watch the most.²¹ For example, ABC, NBC and FOX for network television and E! Entertainment, TLC and TBS for cable network television.

SPANISH PRINT

Two Spanish magazines are included to reach JCPenney's Hispanic market. These publications reflect our target's personality and index high.²²

Included are full-page, four-color ads and covers in *Ser Padres*, the Spanish version of *Parents*, and *Siempre Mujer*. Each magazine runs two full-page, four-color ads, while three issues include two full-page, four-color ads with a back cover.



INFILTRATION

MEDIA TACTICS

FLOOR GRAPHICS

Two are located in each mall located in the top 10 urban markets. The floor billboards are year round and rotate graphics every three months. This provides variety throughout the year. These massive graphics generate interest in what JCPenney has to offer and allows our target to visualize JCPenney and themselves, *Together Against the World*.

SUBWAY DOMINATION

Subway ads throughout subway stations create JCPenney domination in the top four urban cities using this form of transportation. In each, we are purchasing more than 290 units in each station, including platform posters, pole wraps, escalator wraps and escalator boxes.²³

BILLBOARD BOMBARD

Twenty-five billboards are being distributed nationally: two each in the top 10 urban markets and one each in the top five rural markets. The billboards support the image of you and JCPenney, *Together Against the World*.

URBAN CITIES

New York, Detroit, Phoenix, San Antonio, Miami, Chicago, Cincinnati, Philadelphia, San Diego, Dallas-Fort Worth

RURAL CITIES

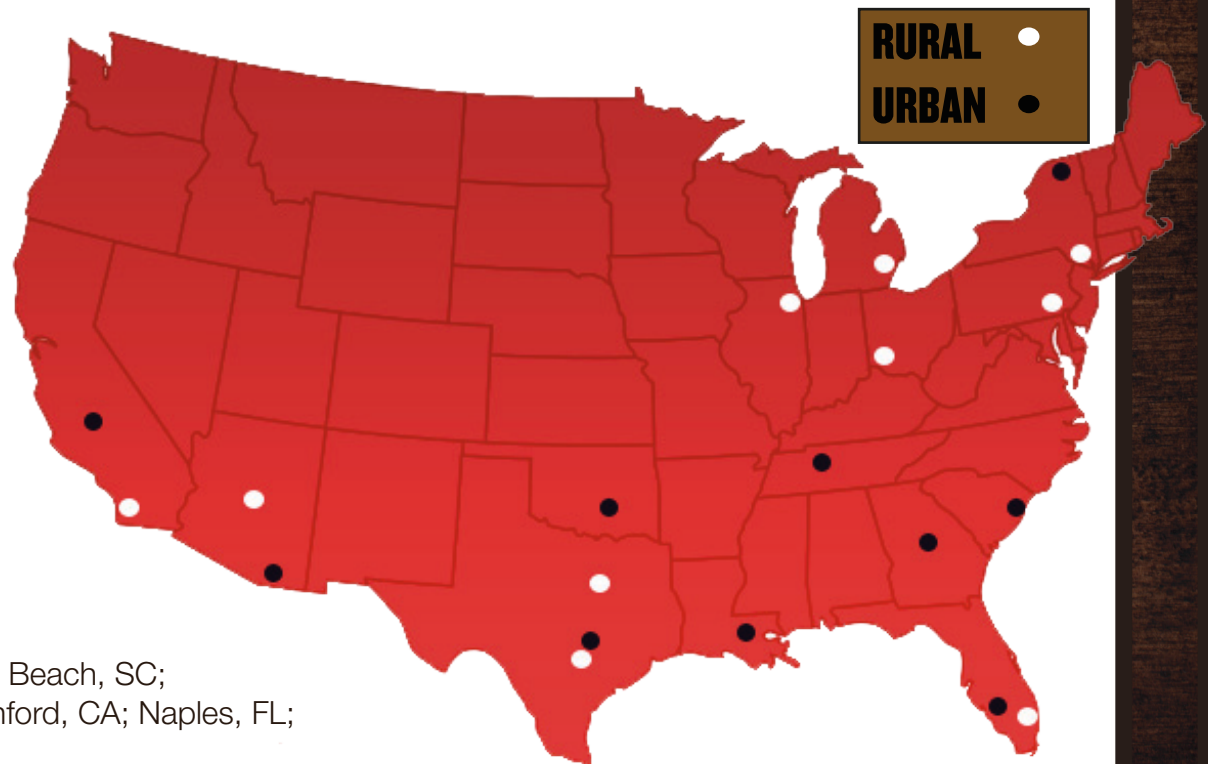
San Marcos, TX; Auburn, NY; Myrtle Beach, SC; Sierra Vista, AZ; Mandeville, LA; Hanford, CA; Naples, FL; Centerville, GA; Ada, OK

ELEVATOR EXCLUSIVES

Elevator ads are in the top 10 rural and urban markets. In urban markets, the main two elevators in use within the top two malls display these ads. In rural markets, one elevator advertisement in the mall is displayed. The graphics rotate every month throughout the six months providing variety and allowing upkeep.

STYLISH STALLS

Restroom stall ads are in the top 10 cities in the urban and rural markets. An advertisement is on the back of each stall door in six restrooms per city in urban markets and three restrooms per city in rural markets in locations, such as malls, movie theaters, bridal shops and health clubs.



INFILTRATION

DIGITAL MEDIA

MOBILE MEDIA

iAds reach users around the world in their favorite mobile applications. iAds combine the storytelling power of TV with the interactivity of digital. This is convenient for the 53 percent of our market constantly accessing the Internet from cell phones and those who use Internet coupons.²⁴ iAds drop from the top of phone screens. While they are on the application, a banner ad is at the bottom to click. These ads have a QR code containing coupons for JCP Rewards members or updates about the Project Empower contest.

JCPREWARDS TEXTS

Text alerts provide discounts for JCP Rewards members with special QR-code coupons every month. To back our promotion, we are purchasing text alerts to be sent daily to people who have registered for the contest and drive them to the microsite to see the daily winner. This increases activity on ProjectEmpower.com as well as encourages the target to check their e-mail for updates and discounts. O-STATE is also sending text alerts in Spanish to better reach our Hispanic market.

SEARCH ENGINES

Our target is constantly online. O-STATE is using Google AdWords, Bing and Yahoo! paid keyword search engines to increase online activity and drive people to ProjectEmpower.com. O-STATE is using keywords to create awareness of what JCPenney has to offer and empowering words to be associated with JCPenney.

MEDIA RECOMMENDATIONS

An application specifically for the contest is recommended. The application has updates of new participants in the contest, and their videos and stories. It allows women a more convenient method of voting for contest entries.

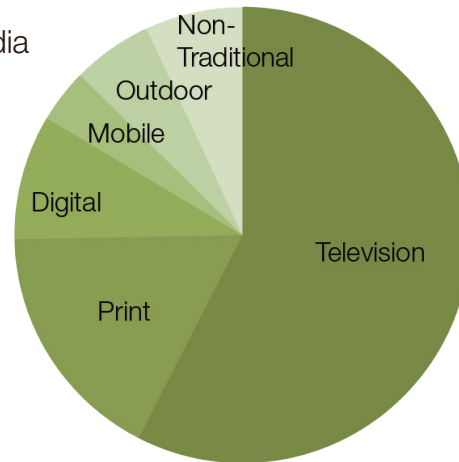


INFILTRATION

MEDIA BUDGET BREAKDOWN

O-STATE combined the art of creative media outlets with the science of reach and frequency to develop an efficient and effective plan.

We take into account the demographics, psychographics and shopping habits of our complex target and use these findings to develop an experiential media plan that allows interaction across non-traditional and traditional media.



SMALL MARKET/BIG MARKET SEGMENTATION

We developed a national campaign with emphasis in the smaller markets because JCPenney has 591 stores in rural markets, more than 50 percent of the total stores. From this research, O-STATE created a small market, big market segmentation strategy.

SHOP-TILL-YOU-DROP SEGMENTATION

We segmented the calendar into three key retail-shopping seasons: spring, back to school and holidays. During these key seasons, O-STATE is extending the benefits of the traditional media by having promotions occur on the back end of each media flight. This strategy creates media synergy and drives customers to JCPenney.

ADDED AWARENESS

Our plan reaches 90 percent of our target with a nine frequency and 20,299,542,740 gross impressions.

EXTENDING THE BUDGET

Our plan generated \$20,757,732 in co-op advertising, adding more value to our plan and dollars to our budget. We are using co-op dollars for possible contingency opportunities to adjust our plan if needed.

O-STATE ADVERTISING

MEDIA BUDGET BREAKDOWN

Television	57%	\$45,450,000
Print	17%	\$13,575,929
Digital	9%	\$7,000,000
Non-Traditional	7%	\$5,466,000
Outdoor	6%	\$4,508,250
Mobile	4%	\$3,015,000
TOTAL		\$79,015,179

TOTAL BUDGET

Media	\$79,015,179
IMC	\$11,215,800
Production/Contingency	\$9,769,021
TOTAL	\$100,000,000

IMPRESSIONS

Regional Media	213,463,740
National Media	20,086,079,000
Total IMC	13,646,522,630
TOTAL	33,946,065,370

O-STATE'S ADDED VALUE

CO-OP DOLLARS

Television	\$13,635,000
Print	\$3,393,982
Outdoor	\$1,530,450
Digital	\$1,400,000
Mobile	\$450,000
Restroom	\$348,300

IMC AWARENESS

TOTAL	\$57,755,682
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INFILTRATION

MEDIA FLOWCHART

[illegible]

INTERPRETATION

EVALUATIONS

CAMPAIGN EVALUATION

Evaluation is critical to success, and O-STATE's campaign is designed to evaluate, measure and make adjustments to ensure JCPenney is getting results. Our promotions and public relations, media and creative efforts work together to reach the target through multiple touchpoints in an engaging and meaningful way. Ultimately, O-STATE knows this campaign is successful using JCPenney's internal data to confirm JCPenney has:

- Acquired female customers ages 25-34
- Retained female customer ages 25-34
- Increased shopping frequency among current female customers ages 25-34
- Grew share of wallet among current female customers ages 25-34

Digital media not only allow for constant measurement, but also provide ways to collect information about our customers.

- microsite
- social media
- iAds
- QR codes
- digital coupons

While our campaign will provide tangible methods of tracking and increasing the success of the campaign through analytics and increased sales, the *Together Against the World* positioning will go beyond the tangible and work toward changing the perception of JCPenney among women 25-34.

The partnership with Girls Inc. and Project Empower will help transform the perception of the JCPenney brand into the retail store that empowers girls and women to achieve their dreams.

Changing their mindset will provide long-term results for the brand that are not easily measured in the short-term. Instead of seeing their grandma's store, the target will see JCPenney as an ally in the fight to look good and feel great without spending a lot of money.

MEDIA

O-STATE is measuring media success weekly. Television is measured by checking ratings and indices within our target for the networks and programs we chose. Third parties that provide the frequency rate at which the highest level of impact was achieved measures online television as well as exposure and click rates. iAds use click rates and exposure but provide in-depth information on users, such as average time spent and pages viewed. Increase of JCPRewards members driven from text alerts and mobile media measures success, as well as the frequency of visits from members and their average spending amount.

POTENTIAL OPTIMIZATIONS

O-STATE recognizes the complex and dynamic nature of the target and recommends increasing spending among media channels that prove most effective, while eliminating efforts with low return:

- Spend contingency funds for alternative media channels if media prove ineffective or if new media are made available
- Use of alternative social media outlets if website traffic is low or if new websites are created



APPRECIATION

TOGETHER AGAINST THE WORLD

ACCOUNT EXECUTIVE

Lisa Watkins

MEDIA TEAM

Brittney Wandel, Manager
Mary Garcia

IMC TEAM

Carly Kindrick, Manager
Tara Connor
Austin Pettus

CREATIVE TEAM

Anna Smith, Manager
Allison Copens
Kayla Hinds
Sarah Moser

PRODUCTION

Angela Hansen, Manager
Raya Greenbaum

EDITOR

Raya Greenbaum

ADVISERS

Dr. Jami Fullerton
Dr. Bobbi Kay Lewis
Professor Roy Kelsey

SPONSORS

Ada Cementing L.L.C.
Ada Drilling L.L.C.
Aimbridge Hospitality
Aimbridge-Rocks
AMC Productions
Coney Island
Conoco Phillips
Gooden-PDQ Inc.
Hinds AG, Inc. Cattle
Hinds Operating Inc.
IBAC
J&M Moser Financial
Jordan Associates
Kindrick & Luther
Laurel Operating Company
Mason & Moon Advertising
McDugald Steele
O'Dell Associates
O-STATE Advertising
OSU Department of Campus Life
OSU Student Government
Association
Pettus Construction Inc.
PDQ Consulting, Inc.
Red Rock Bakery & Deli
RK-1 Productions
Rocks & Roots, L.L.C.
Staplegun Advertising
Steele-State
The Gooden Group, Inc.
University & Community FCU
Visual Image Marketing & Branding
Vision Wise
White Peacock Productions
Your Hair Rocks

CONTRIBUTORS

Alyson Hanson
Bill Handy
Cynthia Nichols
Fine Arts Engraving
Hello, Gorgeous
James Mason
Jennifer Bolt
Ken Graham
Michael Bohanan
Norm Grey
OKC Advertising Club
OSU Advertising Club
OSU School of Media &
Strategic Communications
Pearl Owens
Sanders/Wingo
Todd Arnold
Tracy Locke
Traveling Ropes

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